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11 May 1970

MEMORANDUM FOR: OTR Management Advisory Committee

THROUGH : Executive Assistant, Office of Training

SUBJECT : Report of Ad Hoc Committee on
Component Training

1. As requested by the addressee at your meeting of 24 March 1970, Subject Committee met at 1000 hours on 17 April to consider the subject of Component Training. Present at the meeting were:

25X1A [redacted] Operations School; [redacted], Support School; [redacted] Instructional Support Staff; [redacted] Language School; and the undersigned, as Chairman. 25X1A

2. The Chairman reviewed the whole background and problems of OTR's responsibilities regarding Component Training. Last year's (FY 1969) Annual Report to the Executive Director-Comptroller was explained and read briefly by those not familiar with its contents. The requirements levied on OTR by Regulations and Colonel White were also re-examined at some length.

3. With the background material out of the way, lengthy discussions ensued as to possible solutions to the problems in connection with Component Training. There was some feeling that perhaps we should accept the certification or assurances of the Component Training Officers as to the need for quality and effectiveness of their training. This was tabled along with the suggestion that the DTR ask the Executive Director-Comptroller to relieve OTR of all or part of its responsibility for the monitoring of and assisting with Component Training. It was accepted, finally, as a basic premise that we would continue to be responsible for fulfilling the pertinent directives and regulations. The question then boiled down as to "how."

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4. The idea or proposal of having one or even two senior, well qualified OTR officers undertake the program on a full-time basis in place of the present program was discussed. It was felt that the job was too big for one man, and perhaps even two. Also, the possibility of locating a qualified senior officer who would be thoroughly familiar with and accepted by all the various elements in the components seemed highly unlikely. The School representatives pointed out that they have to maintain close working relationships with the components in the course of their regular training work and the introduction of a third party might even "confuse" these relationships.

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5. [] expressed himself as enjoying the assignment of working on Component Training in spite of the arduousness of the task and the considerable time involved. In summary, he recommended that the set-up be left "as is" with the necessary coordination provided by a senior officer (my replacement sort-of-thing). He even offered to help the Intelligence School with some of their computer courses in which they did not feel qualified, as [] was already evaluating most, if not all, of these courses in his USIB role. The offer was accepted.

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6. [] felt the job could be done by the Operations School if the DTR would accept a "sampling" approach which would probably provide about a 70% effective coverage of Component Training in the Clandestine Service. He emphasized, also, that time spent on this task would have to be an additional duty for already busy instructors. [] felt that, in respect to training people and/or monitoring component training, priorities should be set by top-management.

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7. [] was not at all optimistic that the Intelligence School could fulfill the requirement as levied on them by current directives. He consulted further with his School Chief and they feel that the job can be done on the same basis as it was done last year, i. e., selective interviews with supervisors, instructors, and former students. As with the Operations School, this task will have to be done at the expense of other "regular" work the Intelligence School has in hand.

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8. [] explained his need for the Component Training Report Forms if he is to come up with the statistics required for the FY 1970 report. He pointed out that he had received very few of these

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(actually, one from DDI, 20 from DDP and 18 from DDS&T). It was agreed to prod the components again to get the Report Forms in. However, in any case, whoever writes the next Report will no doubt have to go back to the components, through the Schools (as last year) to get the figures and statistics. This is a long and difficult task that it was hoped could be avoided this year.

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9. pointed out that there is a small but significant amount of language training being done by the components and the Language School will accept responsibility for monitoring this training.

10. It is difficult to draw any clear and definitive conclusions or recommendations from the meeting, but the consensus might be summarized as follows:

a) The present program should be continued within the framework of the caveats, limitations, and comments outlined above.

b) Guidance from top management should be provided as to relative priorities between in-house training and monitoring of and assisting with Component Training. Two of the Schools do not feel they can do both jobs effectively at the same time.

NOTE: It is believed that blanket priorities in this connection cannot be established. It is incumbent on each School to so organize (manage) the work as to accomplish the maximum results in both areas. For example, it is not necessary that only one or two officers in a School be responsible for Component Training. All qualified officers should be responsible for doing their part based on schedules, workloads, etc. It is realized that this may well be an oversimplification of the problem.

c) Closely associated with b) above is the need for a review of the thorough and comprehensive monitoring, now required for Component Training, and present policies either reaffirmed or modified as a result thereof. (A top-management substantive decision.)

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11. Related considerations, not necessarily within the purview of the Ad Hoc Committee per se, are:

a) A "coordinator" to replace me should be designated so an overlap can be provided. This person could be on a part or full-time basis depending on "how seriously" OTR takes the responsibility for Component Training. Also, involved is the question of "who" will be responsible for actually writing the Annual Report to the Executive Director-Comptroller.

b) It is my feeling, based on a full year's experience with the subject and problems of Component Training, that OTR should not relinquish nor diminish its actually hard won and too-long-coming authorities in Component Training matters. The responsibility has always basically resided in OTR. The coordination, supervision, and actual involvement in the program could be a full-time job, for the "right person," who is assured that OTR assigns a top priority to this work and only the highest standards of performance are acceptable. He would continue to use the expertise of the Schools, as at present, but could personally, working with the Schools, assist in the actual course monitoring, where appropriate. Also the possibilities of further assisting the components utilizing the facilities and experience of OTR are limitless and should be further developed. For example, the DDCI personally expressed interest in and inquired about what OTR is doing in "instructor training" for the Directorates (as a result of the 1969 Annual Report).


Special Projects Officer
Office of Training

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